Distr.
LIMITED

ECA/MULPOC/LUSAKA/VII/5(a)
30 November 1983

Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA

Seventh Meeting of the Mulpoc Committee
of Officials (Lusaka MULPOC)

5-9 March 1984

Addis Ababa, Ethiopia

ECA/NAIROBI

PROGRESS REPORT ON THE DEVELOPMENT OF INSTITUTIONAL CAPABILITY FOR MANPOWER PLANNING

Progress Report on the Development of Institutional Capabilities for Manpower Planning

I. Introduction

1. By the ECA Conference of Ministers resolution 389(XV) member States are called upon to establish an appropriate institutional machinery for the co-ordination and harmonization of human resources management programmes at national and regional levels. In compliance, the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization was constituted and assembled in October 1981 in Monrovia for its first session. During the first Conference, member States endorsed, as a priority need, the development of national institutional capabilities for ensuring an effective manpower planning process within the overall national development planning machinery.

2. Consequently, member States were requested among other things, to take stock and appraise the status, effectiveness and adequacy of existing capabilities and machineries for

(a) human resources planning

(b) determining the extent to which existing human resources stock is being appropriately assessed, developed and mobilized

(c) determining priority areas and initiating measures for establishment/ strengthening of the institutional structures, staffing and funding arrangements

3. Additionally, a project document on the development of manpower planning capability was accepted as a basis for initiating a coordinated regional action in the area of human resources planning, development and utilization. Furthermore, the draft terms of reference for a regional institutional machinery that will promote a harmonized and integrated approach to the management of human resources in Africa was adopted. These regional actions, in response to the Lagos Plan of Action, call for a programme strategy which emphasizes cooperation and collective self-reliance in manpower resource planning, development and utilization.

4. At the international level, the Conference specifically called on the ECA, in collaboration with other concerned international organizations, to provide upon request, the necessary technical support in

(a) furthering discussions and consultations with member States for the adoptation to national needs and subsequent adoption of the project proposal,

(b) supplementing country efforts in the mobilization of resources for the implementation of the project proposal,

(c) ensuring the instutitionalization, viability and effectiveness of the programmes and activities of the endorsed regional institutional machinery.

5. During the last reporting period, October 1981 to January 1983, it was reported that five consultative missions were undertaken and that though a number of member States had initiated appropriate actions, a lot needed to be done. In this reporting period, a number of national and regional programmes regarding institutional building were carried out. The major components of these efforts are summarized in this report.

II. Progress Report

A. Regional Human Resources Management Institution Building

6. The Second Conference of Ministers Responsible for Human Resources Planning, Development and Utilization will be held in Cairo, Egypt, May 1984. The Conference to be preceeded by a meeting of the Technical Preparatory Committee of Officials and the Second Meeting of the Ministerial Follow-up Committee of Nine (the first met in Addis Ababa) would focus on the theme: "towards the realization of quality human resources for the year 2000".

7. During the meetings, delegates and other participants will:

(a) review status and progress in the implementation of the Lagos Plan of Action, the decisions of the first Conference held in Monrovia in 1981 and the ECA Conference of Ministers resolution 444 (XVII) of April 1982 with regard to the development of institutional machineries for effective human resources management.

(b) review and provide policy guidelines on the ECA programme of work in the areas of Public Administration and Management, Public Financial Management, Education and Training, Manpower and Employment Planning, and the productive utilization of the region's human resources.

(c) review various factors that have an impact on the development of human resources and determined the strategy for integrating these factors into the process of human resources planning, development and utilization.

(d) consider and approve the terms of reference and rules of procedures which determine the operational modalities of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization in Africa.

B. National Human Resources Management Institution Building

1. National Orientation Workshops on Institutional Capability Development

8. To effectively implement the decisions of the Conference, the conduct of national orientation workshop as an initial step, was conceived and communicated to member States for consideration and action. Objectively these workshops are expected to review:

(a) the Lagos Plan of Action and determine its manpower implications at the national level

(b) the Monrovia Conference decisions in respect to the development of national manpower planning machineries and policy

(c) the effectiveness, Status and operational relationships between the various agencies dealing with human resources programmes

(d) the State of manpower and employment planning data and information flow systems

(e) the related project proposals adopted in Monrovia and develop a planned sequence of activities to facilitate their implementation.

9. These workshops constitute the first of a three stage activities. The second stage which follows the development of some programme support and commitment for manpower planning, shall concentrate on the development of manpower planning skills while the third stage shall deal with the training of high level manpower planners. Only a few member States have expressed interest in conducting these workshops.

2. National Manpower Survey Workshop (Zimbabwe)

10. Mission was undertaken from 16-19 August 1983, to assist the Government of Zimbabwe in its efforts to analyse the results of the 1981 national Manpower Survey. As such, the workshop

(a) initiated debate leading to measures for policy formulation on manpower issues affecting the economy;

(b) outlined and discussed alternative policy measures taken and suggested as incorporated in the National Manpower Survey Report;

and (c) define future areas of research on manpower issues.

11. During the mission, it was observed that the Zimbabwe Government has an appreciable level of understanding on what Zimbabwe's human resources problems are, and what should be done to address these problems. What needed attention is one of effecting a coordinating system while minimizing inter-agency competition for manpower programmes and resources. Steps in this direction were initiated at the workshop and need systematic follow-up actions.

3. National Manpower Planners Workshop

12. As a follow-up on the orientation workshops, a series of National Manpower Planners workshops are being planned to be conducted in member States upon their request. These workshops are aimed to

(a) strengthen national capabilities for the production and analysis of human resources statistics; and

(b) strengthen national analytical capabilities for formulating related manpower development and utilization policies and strategies.

13. Relevant aide-memoire, setting out the modalities and expectations of the workshops, has been prepared and will be sent to member States for consideration.

4. Manpower Planning Capabilities Development Programme

14. Arrangements are near completion to build and operate an advanced training programme in human resources planning and management at the Institute of Development and Planning (IDEP) in Dakar, Senegal. It is anticipated that senior manpower planners from member States would undergo a 3-4 months intensive course beginning mid 1984, in the techniques of manpower planning and the interrelationship of manpower variables in other planning models. Member States will be duly informed upon the completion of these arrangements.

5. Guidelines for Institutional Arrangements for Human Resources Planning

15. The first working draft of a set of guidelines on the establishment and operation of a manpower planning machinery at national levels is completed. Following discussions and consultations with specific member States and professional groups, the guidelines will be incorporated into a handbook to be used as reference by manpower planners in member States.